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The Incentive Awards Program

FISCAL YEAR 1960

United States Department of Agriculture

--PROGRESS IN THE ACCEPTANCE AND USE OF EMPLOYEE INCENTIVE AWARDS

Secretary Benson, on March 8, 1960, stated:

"The increased efficiency and improved service achieved through the use of the Incentive Awards Program have been beneficial to Department operations. Employees whose accomplishments were recognized with an award have, I am sure, experienced a great deal of work satisfaction."

Progress has been made in the acceptance and use of the Employee Incentive Awards Program by supervisors. It has provided them with a means of giving recognition for jobs especially well done as well as indicating a standard of the quality and quantity of performance desired from employees. The statistics which follow provide a basis for evaluating the effectiveness of this year's Program.

The fiscal year that lies ahead presents great challenges to management in carrying on efficient Department operations. The degree of ingenuity and dedicated service provided by employees will determine to a great extent how well we meet our challenges. Those employees who attain a high level of efficiency should be recognized for their efforts -- The Incentive Awards Program provides the opportunity for giving appropriate recognition.



Ernest C. Betts, Jr.
Director of Personnel

UNITED STATES DEPARTMENT OF AGRICULTURE

INCENTIVE AWARDS PROGRAM

	Fiscal Year 1960	Fiscal Year 1959
<u>EMPLOYEE CONTRIBUTIONS</u>		
SUGGESTIONS --		
Number Received	5,129	4,632
Number per 1000 Employees	67	62
Number Approved	1,666	1,683
Number per 1000 Employees	22	22
PERFORMANCE --		
Number Approved	2,140	1,859
Number per 1000 Employees	28	25
<u>CASH AWARDS</u>		
FOR SUGGESTIONS --		
Number of Awards	1,373	1,392
Amount Paid	\$ 53,000	\$ 52,453
First Year Dollar Benefits	\$ 647,689	\$ 1,402,446
FOR SUPERIOR PERFORMANCE --		
Number of Awards	1,827	1,592
Amount Paid	\$ 348,665	\$ 293,786
First Year Dollar Benefits	\$ 47,920	\$ 163,775
TOTALS --		
Number of Awards	3,200	2,984
Amount Paid	\$ 401,665	\$ 346,249
First Year Dollar Benefits	\$ 695,609	\$ 1,566,221
<u>HONOR AWARDS</u>		
Distinguished Service	8	8
Superior Service	94	155

EMPLOYEE CONTRIBUTIONS						AGENCY		SUGGESTIONS	
SUGGESTIONS				PERFORMANCE		Average Number Employees	Number Awards Granted	SUGGESTIONS	
Number Rec'd	No. Per 1000 Em- ployees	Number Adopted	No. Per 1000 Em- ployees	Number Apprvd.	No. Per 1000 Em- ployees			Number Awards Paid in Cash	Amount Paid in Cash
-	-	-	-	5	78	ACPS - 64	-	\$ -	
221	24	73	8	223	24	AMS - 9,350	75	5,780	
284	18	116	8	348	21	ARS - 16,272	116	3,940	
1	9	-	-	5	43	CEA - 117	-	-	
1359	176	408	53	238	31	CSS - 7,702	400	21,090	
13	119	5	46	5	46	FCS - 109	3	145	
707	147	179	37	100	21	FHA - 4,808	169	3,265	
35	71	11	22	40	82	FCIC - 490	11	175	
-	-	-	-	23	96	FES* - 239	-	-	
-	-	-	-	47	57	FAS - 827	-	-	
1169	58	453	22	192	9	FS - 20,225	355	10,525	
35	152	2	9	-	-	INF - 231	2	125	
9	62	5	34	10	68	LIB - 146	5	160	
15	38	1	3	12	31	OGC - 391	1	10	
121	124	27	28	51	52	REA - 976	27	395	
1148	80	384	27	832	57	SCS - 14,406	207	7,215	
12	26	2	4	9	19	SEC - 465	2	175	
5129	67	1666	22	2140	28	76,738	1373	\$53,000	

*Plus 15,000 Cooperative Extension Agents

DEPARTMENT OF AGRICULTURE

- FISCAL YEAR 1960

C A S H A W A R D S							H O N O R A W A R D S		
First Year Dollar Benefits	P E R F O R M A N C E			T O T A L S			Dist.	Sup.	Tot.
	Number Awards Granted	Amount Paid in Cash	First Year Dollar Benefits	No. Cash Awards Granted	Amount Paid in Cash	First Year Dollar Benefits			
\$ -	5	\$ 950	\$ -	5	\$ 950	\$ -	-	-	-
113,729	211	42,750	12,590	286	48,530	126,319	1	9	10
9,998	323	69,560	-	439	73,500	9,998	2	15	17
-	5	1,000	-	5	1,000	-	-	1	1
420,805	227	57,569	-	627	78,659	420,805	-	12	12
-	5	1,300	-	8	1,445	-	-	1	1
12,573	100	16,715	-	269	19,980	12,573	-	7	7
-	32	6,300	-	43	6,475	-	-	1	1
-	10	2,153	-	10	2,153	-	2	11	13
-	40	9,350	-	40	9,350	-	1	5	6
44,648	205	33,629	23,268	560	44,154	67,916	2	13	15
-	-	-	-	2	125	-	-	1	1
-	13	1,627	-	18	1,787	-	-	-	-
-	12	1,875	-	13	1,885	-	-	2	2
93	51	12,450	-	78	12,845	93	-	5	5
45,843	579	89,527	12,062	786	96,742	57,905	-	9	9
-	9	1,910	-	11	2,085	-	-	2	2
\$647,689	1827	\$348,665	\$47,920	3200	\$401,665	\$695,609	8	94	102

---THE EMPLOYEE SUGGESTION PROGRAM---

--Creativity and Innovation--

Dr. B. B. Goldner, Director, School of Creative Thinking
LaSalle College, Philadelphia

Guest Speaker - TAM WORKSHOP (Training in Administrative Management)
- Held July 1, 1960 - Cacapon Lodge, Berkeley Springs, W. Va.
- For thirty Department Officials

Participants were divided into five work groups of six each. Each group elected a chairman and recorder. Work Groups one, three, and five were given the problem of suggesting ways of encouraging employees and supervisors to submit ideas. Work Groups two and four were given the problem of suggesting ways of discouraging employees and supervisors from submitting ideas. The following represents some of the thinking that evolved from the problem assignment:

PROBLEM: IN WHAT WAYS CAN WE ENCOURAGE OUR EMPLOYEES AND SUBORDINATES
TO SUBMIT IDEAS?

A. Awards

1. Incentive of all kinds
 - a. Monetary - Salary or cash
 - b. Promotion
 - c. Recognition - Professional
Among fellow workers
 - d. Honor rolls

B. Climate

1. Provide atmosphere conducive to submission of ideas -
 - a. Open door to top management
 - b. Request ideas
 - c. Advertise procedures for implementing ideas
 - d. Provide opportunity for implementing ideas
 - e. Set aside specific time to work on suggestions
 - f. Never ridicule an idea
 - g. Permit questioning operations outside of own field
 - h. Encourage reducing or eliminating routine work
 - i. Brainstorming
 - j. Provide opportunity to discuss ideas at meetings
 - k. Follow through on suggestions
 - l. Indicate creativity principle in career advancement
 - m. Suggestion boxes
2. Assume there is room for improvement -
 - a. Forced periodic submissions
 - b. Make everyone (high and low) participate
 - c. Publish areas where problems exist

C. Communications

1. Establish good communications
 - a. Forced periodic submissions
 - b. Make everyone (high and low) participate
 - c. Publish areas where problems exist

D. Training

1. Train supervisors in personnel attitudes
2. Train employees on how to develop ideas
3. Encourage teamwork
4. Develop awareness of problems in own work areas

PROBLEM: IN WHAT WAYS CAN WE DISCOURAGE OUR EMPLOYEES AND SUBORDINATES FROM SUBMITTING IDEAS?

A. Awards

1. No program for awards

B. Climate

1. No realistic goals for group
2. Demean employee status by -
 - a. Not recognizing value of ideas
 - b. Claiming credit yourself
 - c. Encouraging complacency
3. Foster poor working conditions by -
 - a. Understaffing
 - b. Over working
 - c. Providing poor facilities
4. Practice favoritism
 - a. Frustrate
 - b. Antagonize
5. Require blind adherence to regulations
6. Reprimand employees and supervisors for suggestions received
 - a. Employees - too much time for thinking up new ideas and submitting them
 - b. Supervisor - too many suggestions would indicate the supervisor is not doing a good job
7. Remain "Status Quo"
 - a. No staff meetings to permit discussion of ideas

C. Communications

1. Don't communicate
 - a. No staff decisions
 - b. No changes in "Standard Operating Procedures" will prevail
 - c. No staff meetings to permit discussion of problems and/or ideas

D. Training

1. No training
2. No opportunity for self development

E. Other

1. Cut budget by savings indicated. Demand that dollar and employee savings be provided.

---DEPARTMENT TARGETS FOR 1961---

Employee Suggestion Program

Submission rate -- 100 per 1000 employees
Maintain quality -- 1 out of 3 adopted

Outstanding Performance

30 per 1000 employees
Special recognition to supervisors especially successful in motivating employees to improve operations.

Honor Awards Program

Identify and select best possible candidates for the Department's highest awards -- Distinguished and Superior Service; and for other outside recognition programs.

Document and reflect in reports all tangible savings even though basis for award is on intangible benefits.